

26 JUL 1976

MEMORANDUM FOR: Deputy Director for Administration

FROM : Robert W. Gambino
Director of Security

SUBJECT : Future Role of Training in the Agency
and the Intelligence Community

REFERENCE : Memo from DD/A dtd 14 Jul 76, same
subject (DDA 76-3494)

1. Pursuant to referenced request, the Office of Security has reviewed the Intelligence Community Staff's proposal relative to the Future Role of Training in the Agency and the Intelligence Community.

2. It would be difficult if not unreasonable to take exception to the purpose embodied within the Mission and Functions description of the NFITEC. As a focal point for the Intelligence Community, the Committee would ensure a healthy cross-pollination of training policies and standards for the Intelligence Community and those non-intelligence organizations which play a significant role in the production of national foreign intelligence. In addition to fostering a best possible level of excellence in training, the Committee would also contribute a cost effectiveness insurance by eliminating duplication and establishing means for sharing the wealth of teaching talent throughout the Intelligence Community.

3. In recognizing that there are definite advantages to the single manager approach, we also make note that there are some practical and negative considerations that require close attention. We in the Intelligence Community and especially the Central Intelligence Agency are emerging from a period of philosophical, personnel and physical change. It would seem that this is a good

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time for solidification rather than for more reorganization, especially in those spheres, like training, where there is no evidence of individual or general dissatisfaction. It should also be noted that a general concept such as achieving common training policy and procedures must allow that there is also merit in individual approaches based on the philosophy, resources and needs of any one particular agency. As a small but vivid example, the Office of Security trains its own polygraph examiners. Trainees are drawn from staff personnel, they are college graduates, they are professionally equivalent to our Special Agents and they are trained to handle both applicant as well as [redacted] type polygraph examinations. These are standards peculiar to the Central Intelligence Agency and there is no reason why there has to be a commonality between ourselves and the rest of the Intelligence Community relative to this training. We have set unique training criteria in this instance because we have a unique purpose behind the training. It is as simple as that and, therefore, argues against creating a common polygraph training program for the entire Intelligence Community.

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4. Similar differences in philosophy, resources and needs in other training programs would become evident as the Committee examines the feasibility of a National Foreign Intelligence Training and Education Program. It well may be that the Program would find itself directed more to maintaining unique training activities of the individual agencies than it would be to creating common standards. If this were the case, we would have made a full circle because, hopefully, each individual agency is ensuring that any training program established within itself specifically addresses its own unique requirements.

5. The Office of Security has had some experience in administering a training program of common concern. [redacted] is dedicated to [redacted] the Intelligence Community and from all reports, it does its job very well. This does not necessarily support the creation of similar academies for all other training needs within the Intelligence Community. The [redacted] is a modest endeavor. Its enrollment is small and it operates on a limited budget. In that it is a success, it may be argued that it owes some of its high marks to its limited goals as to curriculum and enrollment. To expand both curriculum and

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enrollment by incorporating all related requirements of [redacted] needs from the entire Intelligence Community, might well result in a watering down of its specialty. Granted, this is a hypothesis but it should be considered before we change any tried and proven product.

6. To summarize, the concept is good. It directs itself toward finding means for greater efficiency and economy. It must be conceptually supported. There are, however, some practical concerns that recommend a cautious pessimism. Before going forward we should analyze each step of the decision to insure we are not weakening existing and critical capabilities while gaining only growth.

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[redacted]
Robert W. Gambino

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EYES ONLY

DDA 76-3494

14 July 1976

MEMORANDUM FOR: Director of Training
Director of Communications
Director of Security

FROM : John F. Blake
Deputy Director for Administration

SUBJECT : Future Role of Training in the Agency and the
Intelligence Community

1. There is attached self-explanatory correspondence from the Intelligence Community Staff to the Deputy Director of Central Intelligence.

2. All three of you gentlemen to a greater or lesser degree conduct training programs wherein there is participation by members of other agencies of the Intelligence Community.

3. I would appreciate receipt of your views on the Intelligence Community Staff's proposal addressed to me. I would like to have your position papers by Tuesday, 27 July.

4. I have attached for your reading only and for no further distribution to anyone else in your Offices, a copy of a memorandum I have already sent to the DDCI on this matter. The purpose of my memorandum is not to guide you in the formulation of your own positions, although I suppose we would not be far apart, but to make you aware of my own feelings on the matter. The sensitivity of my memorandum and therefore the safeguards on it, will be obvious to you upon your reading of it.

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EYES ONLY

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John F. Blake

Atts

DD/A 76-3474 - Memo to DDCI fr DDA; Same Subject ,dtd 7/14/76

DDA 76-3452 - Memo to DDCI fr D/DCI/LC - Same Subject

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